



Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact support@jstor.org.

The Annals

OF THE
AMERICAN ACADEMY OF
POLITICAL AND SOCIAL SCIENCE

Russia Today

The Determination of Wage-Rates

**The American Intervention in
Haiti and the Dominican Republic**

Publication Office
The Rumford Press Building
CONCORD, N. H.

Editorial Office
39th Street and Woodland Avenue
PHILADELPHIA

IMPORTANT NOTICE TO MEMBERS OF THE ACADEMY

**Twenty-Sixth Annual Meeting
OF THE
American Academy of Political and Social Science
Philadelphia, Friday and Saturday, May 12 and 13, 1922**

GENERAL TOPIC

America and the Rehabilitation of Europe

IT has become evident to the officers of the Academy that the most important question today confronting the country is the policy which America should pursue in relation to the rehabilitation of Europe. There is general agreement that we cannot expect the recovery of industry and commerce in the United States until the European situation has cleared up, the present causes of antagonism eliminated, and normal conditions of industry reestablished. There exists throughout the United States widest differences of opinion in regard to the policy which this country should pursue with reference to the European situation and it is for this reason that the officers of the Academy deem it important to call a national conference for the impartial, unbiased discussion of the subject free from all political or partisan considerations.

The officers of the Academy are exceedingly anxious that our members from all sections of the country attend this Annual Meeting. There will be six sessions, each devoted to some important aspect of the general topic. In order that detailed notice of the sessions may be sent to those members planning to attend, it is earnestly requested that members inform the Academy office without delay whether they will be present.

It is strongly urged upon the members to make their arrangements to be in Philadelphia on Friday and Saturday, May 12 and 13. All communications should be addressed to the American Academy of Political and Social Science, West Philadelphia Post Office Station, Philadelphia, Pa. January 26, 1922.

L. S. ROWE,
President.

MEMBERSHIP. The subscription price of *THE ANNALS* of the American Academy of Political and Social Science is \$5.00 per year. Single copies are sold at \$1.00 each. *THE ANNALS* are sent to all members of the Academy, \$4.00 (or more) of the annual membership fee of \$5.00 being for a subscription to the publication. Membership in the Academy may be secured by applying to the Secretary, 39th Street and Woodland Avenue, Philadelphia. The annual membership fee is \$5.00 and the life membership fee \$100. Members not only receive the regular publications of the Academy, but are invited to all the meetings. Members also have the privilege of applying to the Editorial Council for information upon current political and social questions.

Issued bi-monthly by the American Academy of Political and Social Science at Concord, New Hampshire.

Editorial Office, 39th Street and Woodland Avenue, Philadelphia, Pa.

Entered as second-class matter, May 8th, 1915, at the post-office at Concord, New Hampshire, under the Act of August 24, 1912.

The Annals

VOLUME C

MARCH, 1922

EDITOR: CLYDE L. KING

ASSISTANT EDITOR: J. H. WILLITS

EDITORIAL COUNCIL: C. H. CRENNAN, DAVID FRIDAY, A. A. GIESECKE, A. R. HATTON,
AMOS S. HERSHEY, E. M. HOPKINS, S. S. HUEBNER, CARL KELSEY, J. P. LICH-
TENBERGER, ROSWELL C. MCCREA, E. M. PATTERSON, L. S. ROWE,
HENRY SUZZALO, T. W. VAN METRE, F. D. WATSON

RUSSIA TODAY

Editor-in-Charge

CLYDE L. KING

THE DETERMINATION OF WAGE-RATES

Editor-in-Charge

THOMAS WARNER MITCHELL

THE AMERICAN INTERVENTION IN HAITI AND THE DOMINICAN REPUBLIC

By

CARL KELSEY

THE AMERICAN ACADEMY OF POLITICAL AND SOCIAL SCIENCE
39TH STREET AND WOODLAND AVENUE
PHILADELPHIA
1922

Copyright, 1922, by
THE AMERICAN ACADEMY OF POLITICAL AND SOCIAL SCIENCE
All rights reserved

EUROPEAN AGENTS

ENGLAND: P. S. King & Son, Ltd., 2 Great Smith Street, Westminster, London, S. W.

FRANCE: L. Larose, Rue Soufflot, 22, Paris.

GERMANY: Mayer & Müller, 2 Prinz Louis Ferdinandstrasse, Berlin, N. W.

ITALY: Giornale Degli Economisti, via Monte Savello, Palazzo Orsini, Rome.

SPAIN: E. Dossat, 9 Plaza de Santa Ana, Madrid.

CONTENTS

	PAGE
RUSSIA TODAY	
Editor-in-Charge, Clyde L. King	
RUSSIA UNDER THE BOLSHEVIKS	1
Marguerite E. Harrison, Soviet Prisoner and Russian Correspondent for the Associated Press	
THE EVOLUTION OF NEW RUSSIA	5
Paul Miliukov, Formerly Minister of Foreign Affairs of the Provisional Government of Russia	
RUSSIA IN THE FABRIC OF INTERNATIONAL FINANCE	10
Arthur Bullard, Director of the Russian Division of the Committee on Public Information during the War and, subsequently, Chief of the Division of Russian Affairs of the Department of State	
THE RUSSIAN FAMINE REGION	105
Vernon Kellogg, Special Investigator for the American Relief Administration in Russia	
THE DETERMINATION OF WAGE-RATES	
Editor-in-Charge, Thomas Warner Mitchell	
FOREWORD	13
Clyde L. King	
<i>PART I—SPECIAL PLANS FOR WAGE DETERMINATION</i>	
A METHOD OF GRADING AND VALUING OPERATIONS	15
Frank J. Becvar, Production Superintendent of the Clothcraft Shops of the Joseph and Feiss Company	
ANALYZING, GRADING AND VALUING OPERATIONS IN A MODERN MANUFACTURING ORGANIZATION	19
A. B. Rich, Dennison Manufacturing Company	
BASES FOR DETERMINING WAGE-RATES: A FAIR DAY'S PAY FOR A FAIR DAY'S WORK	24
R. M. Hudson, Manager of Methods and Personnel, Holt Manufacturing Company	
THE BASES USED BY DEPARTMENT STORES IN ESTABLISHING WAGE-RATES	29
Philip J. Reilly, Associate Director, Retail Research Association	
<i>PART II—BASIC PRINCIPLES IN WAGE DETERMINATION</i>	
LEADING ARTICLE—RELATIVE RATING VERSUS COST OF LIVING AS A BASIS OF ADJUSTING WAGE-RATES	37
Thomas Warner Mitchell, Management Engineer, Philadelphia, Pennsylvania	
DISCUSSIONS:—	
WAGE ADJUSTMENT	51
Sanford E. Thompson, the Thompson and Lichtner Company, Consulting Engineers in Industrial Management and Construction	
THE DEVELOPMENT AND ACCESSIBILITY OF PRODUCTION RECORDS ESSENTIAL TO INTELLIGENT AND JUST DETERMINATION OF WAGE-RATES	54
Samuel Gompers, President, American Federation of Labor	
RELATIVE RATING LEAVES THE MAIN INDUSTRIAL PROBLEM UNTOUCHED	55
A. J. Portenar, Formerly Superintendent, Bureau of Employment, New York State Department of Labor	

THE REQUIREMENTS OF A POLICY OF WAGE SETTLEMENT.....	57
Herbert Feis, University of Kansas	
THE EFFORT OF THE WORKER TO IMPROVE HIS OWN CONDITION IS IN- DISPENSABLE.....	63
Horace B. Drury, Investigator for the Committee on Work Periods in Continuous Industry	
THE EQUILIBRIUM WAGE.....	77
T. N. Carver, Harvard University	
FACTORS DETERMINING REAL WAGES.....	79
Ernest Minor Patterson, University of Pennsylvania	
THE RELATIONS BETWEEN WAGES AND NATIONAL PRODUCTIVITY...	85
George Soule, The Labor Bureau Incorporated	
AFTERWORD.....	91
By the Editor-in-Charge	
<i>PART III—STABILIZATION OF EMPLOYMENT AS A FACTOR IN WAGES</i>	
UNEMPLOYMENT AND ITS ALLEVIATION.....	95
B. Seebohm Rowntree, President, Rowntree and Company, York, England	
REGULARIZATION OF INDUSTRY AGAINST UNEMPLOYMENT.....	102
Henry S. Dennison, President, Dennison Manufacturing Company, Framingham, Massachusetts	
THE AMERICAN INTERVENTION IN HAITI AND THE DOM- INICAN REPUBLIC	
A report by Carl Kelsey, Ph.D., Professor of Sociology in the University of Pennsylvania, Research Fellow of the American Academy of Political and Social Science for the Year 1921	
INTRODUCTION.....	113
<i>PART I—THE ISLAND</i>	
<i>PART II—HAITI</i>	
CHAPTER I—THE HAITIANS.....	118
“ II—THE MILITARY INTERVENTION.....	134
“ III—THE CIVIL SIDE OF THE INTERVENTION.....	144
“ IV—THE FINANCIAL PROBLEM.....	154
“ V—SUMMARY AND CONCLUSIONS.....	161
<i>PART III—THE DOMINICAN REPUBLIC</i>	
CHAPTER I—THE DOMINICANS.....	166
“ II—THE MILITARY GOVERNMENT.....	177
“ III—THE FINANCIAL SITUATION.....	189
“ IV—PROPOSALS FOR WITHDRAWAL.....	191
<i>PART IV—SOME REFLECTIONS ON OUR POLICY</i>	
<i>PART V—BOOK NOTES</i>	
BOOK DEPARTMENT.....	203
REPORT OF THE BOARD OF DIRECTORS OF THE AMERICAN ACADEMY OF POLITICAL AND SOCIAL SCIENCE, YEAR ENDING DECEM- BER 31, 1921.....	214
INDEX.....	217

The American Intervention in Haiti and the Dominican Republic

A Report Prepared by

CARL KELSEY, PH.D.

*Professor of Sociology at the University of Pennsylvania,
Who served as Research Fellow of the American
Academy of Political and Social Science,
for the Year 1921*